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ABSTRACT

Recent studies have evaluated career strategies and their relationship to career success. Previous research has evaluated career success as perceived by persons evaluating others' careers, generally with such criteria as job title, salary, and promotions. This study examined career success through a combination of objective and subjective measures. Managers (N=194) from 14 businesses, each with 1,000 or more employees, participated by completing a questionnaire assessing their views on career development. The questionnaire contained four segments: social background variables; organizational and situational variables; career strategies and tactics; and success. It was found that the measures formed three factors: (1) level and income, (2) satisfaction, and (3) hierarchical career development. Success on two of the factors, hierarchical career development and level and income appeared best predicted by social background characteristics such as age, years in career, and education. In contrast, organizational and situational variables and strategy factors added little to the prediction of any success factor. Results imply that the efficient allocation of human resources demands that decision makers become increasingly aware of the prevailing perceptions of career success in their employees. The ultimate goal of management should be the best "fit" possible between individual and company needs, to maximize benefits for all involved. (Author/ABL)

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Career Success: An Exploratory Study of Managers[1]

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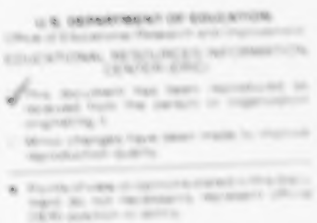

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Career Success: An Exploratory Study of Managers

Abstract

This study examined career success through a combination of objective and subjective measures. It was found that the measures formed three factors: level and income, satisfaction, and hierarchical career development. Success on two of the factors, hierarchical career development and level with income appear best predicted by social background characteristics such as age, years in career and education. In contrast, organizational and situational variables and strategy factors added little to the prediction of any success factor. The study's implications for researchers and managers are discussed.

Career Success: An Exploratory Study of Managers

A number of recent studies have evaluated career strategies and their relationship to career success, if any (e.g., Gould & Penley, 1984; Larwood, Radford & Berger, 1980). Most research to date has examined career success as perceived by persons evaluating others' careers, generally with such criterion variables as job title, salary and promotions (e.g., Gattiker & Larwood, 1984; Gould & Penley, 1984; Kotter, 1982; Stumpf & Rabinowitz, 1981). Although the term "career" does not imply success or failure, it is usually viewed as reflecting a person's objective progress in an occupation (Hall, 1976, pp. 2-4). However, objective measures look at careers only from an external perspective, using society's categories to define someone's career (Van Maanen & Schein, 1977). For example, a lawyer who finishes his/her education at a top graduate institution in the U.S. might then start work as a well paid associate at a highly respected law firm, and become a partner after some years. This person's career would generally be defined as successful. In the same frame of reference, an attorney working for a non-profit legal aid group may appear less successful. Unfortunately, neither example considers the individual's subjective internal perception of career success. Would both lawyers, if asked, indicate unequivocally that they are successful, or would either feel less than happy in their respective employment situations?

It is often assumed that managers are successful in proportion to their hierarchical level. Nonetheless, research has shown that many high level managers may be dissatisfied with their careers, and even feel alienated from their jobs (e.g., Korman, 1980; Korman, Wittig-Berman, & Lang, 1981). Those individuals are probably in positions which do not satisfy their own needs and values. At the same time, human resource specialists often do not make the effort to know their employees' career needs or preferences (cf. Schein, 1980). Some researchers have claimed

that only by increasing our knowledge about internal success perceptions will the best job-person fits be possible (Brousseau, 1983; Driver, 1979; Schein, 1978).

Research which has examined the strength of different predictors of subjective as well as objective career success is largely non-existent. This study was intended to examine the ability of social background, organizational and situational variables, and career strategies to predict career success, as suggested by several organizational researchers (e.g., Driver, 1979; Kohn & Schooler, 1978). Career success was assessed by using subjective as well as objective measures.

Literature Review

The approach presented here is interdisciplinary, drawing upon literature in sociology, management and psychology. Studies in three areas have a direct bearing on this research: career development, hierarchical success and the subjective perspective assessing an individual's career success. In the sections that follow, we provide a brief summary of recent work in the areas just mentioned and show how such work can be applied to the career domain. A more comprehensive treatment of this issue is provided by Gattiker (in press, chap. 4 & 5).

Organizational Level and Hierarchical Development

Objective success. The assessment of individual career success has usually been accomplished through an external perspective, using a small number of objective success items (often just one or two) to measure a person's career success. For example, Elliott (1982) defined success as a combination of hierarchical level and salary. Pfeffer (1977) used salary level and also job title as measures of success, when determining if having an MBA degree would affect one's career success. Gould and Penley (1984) used salary progression as one indicator for assessing a person's career success. An employee's tenure in the organization as well as any salary increases, adjusted for consumer price changes,

provided the basis for calculating the average annual progression. These authors also adopted career plateau as a further measure for career success. Employees who had not been promoted for more than seven years were considered to have reached a plateau.

Kotter (1982) examined the occupational stages traversed by high level managers on their way to their current positions. In gathering data, he surveyed upper level managers in one large U.S. corporation and concluded that most developed what he called a "success syndrome." The managers usually did well in an early assignment which led to a promotion, which, in turn, increased their self-esteem and motivation, leading to closer relationships with important superiors and peers. This again helped them to perform well in their jobs and resulted in another promotion (Kotter, 1982, p. 47). Kotter's approach also assumes that being a manager and moving up is synonymous with being successful.

Subjective success and satisfaction. In contrast to research examining only objective success, Korman (1980) studied the relationship between alienation and career development in managers and success. His work confirmed that managers often feel alienated with their careers despite objective success measured by position and income. In a different study, he and two colleagues hypothesized that disconfirmed expectations and loss of affiliative satisfaction on the part of individuals may lead to personal and social alienation (Korman, Wittig-Berman & Lang, 1981). The investigations, based on a sample of 90 managers, confirmed that hypothesis.

Recently, a meta-analysis of the relationship between job characteristics and job satisfaction was conducted (Loher, Noe, Moeller & Fitzgerald, 1985). On the basis of 29 studies, the researchers found that the relationship is about .39, with one explanation suggesting that a "complex" job can influence how individuals perceive job satisfaction. That is, a more complex managerial job should lead to career satisfaction

(cf. Kotter, 1982). But research results with satisfaction have been mixed and some authors have claimed that satisfaction is a very difficult construct to explain (Larwood, 1984, pp. 147-150). Some research also indicates that the relationship between career success and satisfaction is weak or sometimes non-existent (Gould & Penley, 1984; Korman, 1980). This, however, needs to be tested in an applied setting.

Other research has indicated that many objectively successful individuals consider that their careers meet their subjective standards for success. For example, Pfeffer and Ross (1982) reported about successful managers (level and income) who were satisfied with their career success and pleased with their achievements. Korman, Mahler, & Omran (1983) found that older employees perceived their increased responsibility for people to be a stress-inducing factor. Those individuals compensated by using social support as a coping mechanism. Older employees who enjoyed hierarchical career success indicated less stress and more pleasure with their careers than younger colleagues. Based on the above, it appears likely that managers who perceive themselves to be successful may gain a higher quality of work life than support personnel (cf. Korman, Mahler, & Omran, 1983). However, this claim also should be tested in an applied setting.

Conclusion. Career success, as represented by objective criteria (e.g., position, salary), is not necessarily indicative of how individuals feel in their careers. However, the majority of researchers to date have applied only objective definitions of career success, thus ignoring individual needs and values which may affect a worker's perceptions. Research has shown that the performance of an alienated manager tends to decrease (Korman, Wittig-Berman & Lang, 1981). In order to improve the fit between organizational and individual needs, it would be useful to know more about the subjective experience of career success (Schein, 1980). The present study combines objective as well as subjec-

tive measures in its examination of success. Achievement of both types of career success may reduce stress and improve the quality of work life at the same time (e.g., Kahn, 1981).

What Predicts Success?

Dalton (1951) was among the first organizational researchers to examine the antecedents to success. Studying 228 salaried managers, he concluded that social background is the most import contributor to career success. Social background has also been found to be important in more recent studies. Pfeffer (1977) showed that social background variables accounted for significant differences in the remuneration level of MBA's and business graduates. Gould and Penley (1984) found that the social background variables age and education were significant in explaining the variance in salary progression. The R^2 obtained for age and education was 14.5%, making it the highest in their predictor set, and supporting their hypothesis that an individual's social background can have a significant impact on career success.

Organizational and situational variables are also of interest in predicting career success. Dalton (1951) felt that the position of an industrial manager in the organization's hierarchy may be a decisive factor for career success. In surveying the oil industry, others found that a line position may help a manager's advancement far more than a staff position (Korman, Mahler, & Omran, 1983). Pfeffer (1977) also found a significantly higher compensation level for MBA's and business graduates in line positions over staff positions by using longitudinal data. Based on different longitudinal data, Sewell, Hauser and Wolf (1980) suggested that a person's gender will affect current and future occupational status and career success.

Researchers have also asked whether career strategies are accurate predictors of career success. Bandura (1982) asserted that the two are not related, citing the chance events which influence career paths and

strategies. When reading popular literature, one could think that career strategies play a decisive role in realizing career success, but such books are usually based on personal experiences, case studies, or limited interviews (Blank, 1981; Molloy, 1977). Gould and Penley (1984) reported that their eight career strategy factors accounted only for an additional 5.8% of the variance in salary progression for managers. However, had they used a more conservative measure, such as an adjusted $\underline{R}^2$, the level of prediction would not have been statistically significant (cf. Cohen & Cohen, 1983, pp. 103-107). An alternative analysis of this phenomenon (Larwood & Gattiker, 1986) reached a conclusion similar to Bandura's. It suggests that any overall relationships between strategy factors and success would be difficult to find once the strategies became widely recognized and practiced. Repeated adoption would prevent the strategies from serving as a selective mechanism, and from making an identifiable impact on a user's career. In view of these contradictory positions, further research into the effectiveness of strategies seems appropriate.

Research Issues

The literature reviewed above suggested three overall predictions for the sample of managers in fourteen firms.

Hypothesis 1. In agreement with the literature previously investigated here, social background and organization/situational variables should predict a significant part in the variance of career success for the managers studied. Earlier research using one or both of these groups of variables has explained objective career success to a varying degree (e.g., Dalton, 1951; Pfeffer, 1977). A link between those factors and subjective career success was also established (e.g., Korman, 1980). What distinguishes this study from previous work is that both subjective and objective career success dimensions are included.

Hypothesis 2. Career strategies should not account for any significant part of the population variance when explaining career success.

Previous research showed that career strategies either did not explain a significant part of the population variance in career success (Larwood, Radford & Berger, 1980) or the level of explanation was rather small (Gould & Penley, 1984). Furthermore, Bandura (1982) claimed that career success was largely due to chance events instead of certain paths, techniques and strategies followed by an individual. In this study, Bandura's claim will be tested in an applied setting, looking at both objective and subjective career success.

Hypothesis 3. Social background is a stronger predictor of career success than either organizational situation variables or career strategy variables. Although there are no previous comparisons between all three predictor groups, the design of this study allowed the determination of relative predictability. The research showing the importance of social background (e.g., Pfeffer, 1977; Sewell, Hauser & Wolf, 1980; Dalton, 1951), combined with other's work to the effect that social background may influence subjective career success through affecting career expectations (Romney, Smith, Freeman, Kagan & Klein, 1979; Van Maanen & Schein, 1977), suggests that this is the more powerful of the three predictor sets. Since research with satisfaction has led to mixed results, no hypothesis was formulated to test if career success would relate to satisfaction. This study will, however, also look at this relationship.

Method

Of twenty-four Southern California firms (1,000 or more employees) which were contacted, fourteen agreed to take part in a study of the career success of their managers. They were divided evenly between manufacturers and non-manufacturers. Respondents were designated by their personnel departments according to a 2 (male or female) x 2 (low or middle to higher managers) x 2 (line or staff) factorial design in which up to 16 managers (2 per condition) could participate. Such a stratified sample facilitates subsequent generalizations to be made from

the results of this study (Blalock, 1984, chap. 4).

Of 224 executives invited, 194 (87%) participated in the research by completing a usable survey. They were approximately equally distributed by group, with 95 industrial participants and 99 from other firms. There were 96 male and 98 female respondents, 97 each in low and higher positions, 95 in line jobs and 99 in staff positions. The respondents had worked an average of 11.9 years in their current career.

Instrument

Participants were asked to complete an anonymous questionnaire assessing their views on career development. The instrument was divided into four segments, with the first asking about social background variables, such as years in career, education, age, marital status and number of children. The second portion was concerned with organizational and situational variables, including gender and whether the participant held a line or staff position[1]. Classifications of individual organizational levels (low or middle to higher managers) as well as type of firm were obtained from the respective personnel departments.

The third questionnaire segment consisted of a list of eighty-two potential career strategies and tactics, including ability to meet deadlines, showing company loyalty and willingness to take risks (Larwood, Radford & Berger, 1980). The items used in this portion of the survey were originally derived from a study by Heisler and Gemmill (1978) who asked managers and MBA students about career strategies. Their results indicated that such areas as ability to meet deadlines and to take risks were perceived by both groups of subjects to be important career strategies. Furthermore, the data obtained by Heisler and Gemmill indicated that MBA students as well as seasoned managers felt that career strategies were important in helping advancement and career success in an organization. Each item in the third questionnaire segment of this study was accompanied by a five-point scale ranging from (1) "important

advantage" to (5) "important disadvantage."

The final part of the survey concerned success. Global success in relation to others in management, as well as level in the company's hierarchy, were evaluated on a three-point scale ranging from (1) "very" to (3) "not very." Satisfaction with progress and pay were each assessed on five-point scales, from (1) "more than it should be" to (5) "less than it should be." Respondents also provided two relatively objective measures, pay category (scored from under $20,000 annual income to over $50,000) and length of time since their last promotion (scored from under 1 year to over 5 years).

Career Success Factors

In order to evaluate the data set, a factor analysis was conducted on the success measures. One of the design variables, organizational level (as rated by the personnel department), was also included as a success measure in the factor analysis. Orthogonal varimax rotations were performed and eigenvalues (>1.0) helped in determining the number of factors to be extracted from the data set of the different items (Kaiser, 1974). This decision was supported by a scree-test (Cattell, 1966).

Stem loadings greater than .40 were statistically significant ($p<.001$), according to the Burt-Banks criterion (Child, 1970), and were retained for the scales discussed below. These conservative factor loadings were used to avoid reporting results based on sample characteristics which could not be replicated in the future (cf. Nunnally, 1978, chap. 3 & 6; Webb, Campbell, Schwartz, Sechrest & Grove, 1981, chap. 3).

Predictor Variables

The predictor variables were social background, organizational and situational variables, and career strategy factors. For the latter, the 82 survey items were subjected to identical factor analytic procedures as above (cf. Larwood, Radford & Berger, 1980), further information on these factors is given in the next section. Effect coding (1 or 2) was applied

for the categorical, social background and organizational situational variables, as suggested by Pedhazur (1982, chap. 9). The independent variable sets were taken as predictors in a multiple regression analysis to determine the amount of population variance explained in career success.

According to Cohen and Cohen (1983, chap. 1), multiple regression is best suited when trying to determine the magnitude of a phenomenon. For correct application, multiple regression assumes that the residuals are normally distributed (bivariate and multivariate normal distribution). To test this assumption, the data used in each of the regression runs were tested for data outliers by looking at standardized residuals first, and then evaluating a histogram of the standardized residual plots. The analysis of these two procedures, and also the normal probability plots of the standardized residuals obtained, showed that the data collected met the normal distribution assumption.

Results

Factors in Career Success and Satisfaction

In order to test Hypotheses 1 to 3, it was first necessary to extract independent factors for objective and subjective career success. The eight career success measures were subjected to the factor analytic procedure described above. All eight items loaded significantly on three resulting factors: (1) level and income; (2) satisfaction; and (3) hierarchical career development, together accounting for 69.5% of item variance (cf. Table 1).

Insert Table 1 about here

Table 1 shows that Factor 2 was subjective, while Factors 1 and 3 mix subjective with objective components. Only one item, level (subjective) appeared on two factors (1 and 3), loading in opposite directions.

The 82 strategy items loaded on seven factors: ability (e.g., to express oneself clearly), public appearance (activity in community

affairs, being married), vigilance (making sure others don't take what is yours), sex role (learning from male role models), politics (having a sponsor at a high level), acquiescence to authority (being an advocate of company policy) and education (having a good academic record)[2]. This solution explained 52% of the variance in the responses, a level similar to the variance explained in other research uncovering somewhat different factors (Elliott, 1982; Heisler & Gemmill, 1978).

Prediction of Career Success

Hypothesis 1 held that social background and organizational and situational variables would predict a significant part of the variance in the three career success factors. As before, the data were tested to see if the residuals are normally distributed, with the results showing that this assumption was met. The variables measuring social background (such as marital status and number of children) were entered by themselves to obtain their unique contribution R^2. Separate multiple regression runs were done on the data to get the unique contribution R^2 of organizational and situational variables (respondent's sex, line vs. staff position, and type of industry) as well as of the career strategy factors.

The social background variables account for a modest but significant amount of the population variance when predicting career success Factor 1 ($\tilde{R}^2$=.12, p<.001) and Factor 3 ($\tilde{R}^2$=.21, p<.001). Situational and organizational variables account for a small but significant amount of the population variance when predicting Factor 1 ($\tilde{R}^2$=.06, p<.001). Within the predictor factors, we examined Pearson's r to determine the direction of the predictor's contribution, as suggested by Cohen and Cohen (1983, chap. 3). Because of coding direction, respondent age, years in career, education and number of children correlated negatively with Factor 1 (level and income), while marital status correlated positively (p<.05, by a two-tail test of Pearson's r) with Factor 1. Thus a respondent who is older, married, with some college education, children and having spent

some time in his/her career tends to be more successful than others in terms of level and income (Factor 1). The respondent's age, time spent in career and number of children correlated negatively with Factor 3 (hierarchical career development) ($p<.01$, by a two-tail test of Pearson's r). This suggests that mid-career individuals and those having children may perceive his/her promotion development in a more positive light than a younger colleague.

Insert Table 2 about here

Type of industry and the respondent's sex are the situational and organizational variables negatively correlated with Factor 3 (hierarchical career development) ($p<.05$, by a two-tail test of Pearson's r). Apparently, females employed by non-industrial firms tended to have been promoted quite recently and considered themselves to be near the top of their organization's hierarchy. None of the interaction terms of the situational and organizational variables (type of industry, gender and line-vs. staff) were significant. Neither social background nor situational and organizational variables predicted a significant part of the population variance in Factor 2 (progress satisfaction), while organizational and situational variables did not predict Factor 1 (level and income). Based on these results, Hypothesis 1 seems only partly confirmed.

Hypothesis 2 predicted that the relationship of career strategy factors to success would be minimal. The results in Table 2 show that career strategy factors do not predict any of the success factors significantly. Thus, Hypothesis 2 appears supported. Of course it is not possible to be completely confident of a predicted null hypothesis, nonetheless these results provide substantial confidence in it.

Hypothesis 3 stated that when examining the magnitude of variance accounted for in career success by the predictors, social background would explain the largest part of the variance. Rows 1, 2 and 3 in Table

2 show that social background is the strongest predictor for both Factor 1 (level and income) and Factor 3 (hierarchical career development). The regression coefficients obtained in the equation showed that these differences were substantial. Furthermore, social background by itself accounts for a slightly larger amount of the population variance explained in Factor 1 and Factor 3 when compared to all other predictors combined (cumulative adjusted R^2 is .10 for Factor 1 and .19 for Factor 3). This is the natural result of having a larger predictor set which affects the degrees of freedom used (Cohen & Cohen, 1983, pp. 105-107). Again, the regression coefficient obtained for social background indicated that this difference was significant. Based on these results, Hypothesis 3 is supported.

Discussion

This study examined career success through a combination of subjective and objective measures of career success. It was found that the measures formed three factors: level and income, satisfaction and hierarchical career development. The results indicated that social background was the best predictor for level and income, and hierarchical career development, while none of the predictors explained satisfaction. The study also showed that despite popular belief, usefulness of career strategies seems fairly limited when trying to explain objective as well as subjective career success.

Career success. The project at hand has identified three career success factors: level and income, satisfaction and hierarchical career development. What distinguishes the present study from other research in this area is the fact that for the first time an attempt has been made to construct factors which include objective measures, such as the person's level in the organization as rated by the personnel department, and subjective measures, e.g., perception of global success. Nevertheless, further work is needed. For instance, the scales might usefully include

more variables than is the case here; it would also be desirable to compare managerial with non-managerial personnel in future studies.

Predicting career success. It was investigated if the correlation between satisfaction and the different predictor sets (social background, organizational and situational variables and career strategies) would exist, since research results have been mixed. The data in Table 2 indicate that this study did not find any relationship between career strategies, social background and situational variables. This should not come as a too big a surprise since the usefulness of the construct satisfaction in organizational settings is rather elusive (Larwood, 1984, pp. 147-150). Ambiguity may be latent, that is, people may claim to be satisfied with their careers but still feel unsuccessful in them, or resolve to change employers (cf. Mowday, Porter & Steers, 1982). Some researchers contend that reports of satisfaction are useful but do not directly address the way in which employees evaluate their careers. Furthermore, such reports are always difficult to interpret (Gutek, 1978).

The results concerning social background confirm earlier research where this predictor accounts for the largest part of the variance explained for level and income and hierarchial career development (Dalton, 1951; Gould & Penley, 1984; Pfeffer, 1977). This research project goes a step further by surveying managers in more than one organization in two types of industries (e.g., Dalton, 1951; Gould & Penley, 1984). Furthermore, instead of taking just one single measure to assess career aspects, factors were used representing internal as well as external career aspects, which is in contrast to previous work (Elliot, 1982; Gould & Penley, 1984; Pfeffer, 1977).

Career strategy factors did not explain any of the population variance in the success factors, which supports Bandura's (1982) claim mentioned above. This is in contrast to popular literature which claims

the opposite, usually without adequate documentation (Blank, 1981; Molloy, 1977). These results are also in conflict with conclusions drawn by Gould and Penley (1984), who showed that the eight strategy factors explained 5.8% of the variance in salary progression in their sample. However, one explanation could be they did not use the adjusted R^2, as suggested by Cohen and Cohen (1983, pp. 106-107), in which case they would probably have obtained a statistically insignificant R^2. Furthermore, Gould and Penley (1984) drew on just one public service organization for their subjects, while the sample in the present study came from a number of private enterprises, including manufacturing and non-manufacturing businesses. Part of any differences could thus be explained by the different populations surveyed.

A second possible explanation could be that career strategies are ephemeral. In other words, although strategies may have helped career progress at some time or in a particular organization, their widespread use may render them competitively obsolete in other circumstances and thus prohibit their successful applications by others. One important aspect of any competitive strategy is an element of surprise and originality, which, in a career context, enables the user to distinguish him/herself from others. This could explain why career strategies recommended by "how to" books might be ineffective due to their broad circulation.

Implications for Management and Future Research on Career Success

This study provides evidence that research on career success should be placed within the larger context of a person's life. Any understanding of career paths and effective personnel management is substantially reduced if the subjective side of career success is ignored. Future studies should continue to explore this issue. In particular, the possible impact of non-work aspects and roles upon subjective career

success should be investigated. The automatic assumption that hierarchical career success leads to feelings of success should thus be rejected. Instead, the desirability of hierarchical advancement as a moderating factor on a person's evaluation of career success should be examined further. Subsequent research could study lateral career movements, specifically the characteristics which lead people to label such moves as desirable or undesirable. For example, Driver's (1979) model of career concepts claims that certain career types vary in what they deem desirable career paths and goals. The result is that people differ widely in the amount of importance they attach to lateral moves when it comes to subjective career success.

The data confirms Bandura's (1982) claim that career strategies are of no importance when looking at an individual's career success. For young managers just starting their careers this also means that despite popular literature's attention to career strategies, the latter's influence on objective as well as an individual's self-assessment of career success is very limited indeed. This suggests that career strategies, such as showing initiative, may be a prerequisite for a young manager to advance, but not giving the individual a competitive edge. Moreover, believing popular books' claims about career strategies' importance and following those suggestions, may lead to possible alienation if career success does not follow (Korman, Wittig-Berman & Lang, 1981).

This study answers one of the questions raised in organizational research, i.e., what predictors, apart from social background, will add to the overall level of prediction of career success (e.g., Gattiker & Larwood, 1986)? Organizational and situational variables were confirmed as a significant predictor in how individuals perceive their hierarchical career development.

This study raises a meta-theoretical issue: If social background variables can explain a substantial, but still modest part of the popula-

tion variance for career success, what is needed to increase the level of prediction, and what types of measures apart from social background will be necessary to predict career success? As the results in Table 2 showed, organizational and situational variables did not add significantly to the unique contribution of social background variables when explaining the population variance in career success.

Further conceptual work is needed to advance our level of knowledge in this area. Social background explained a significant amount of the population variance for an individual's level and income as well as hierarchical career development, which is a potentially important determination. The study also showed that a new concept may have to be developed to increase the magnitude of prediction for career success. The individual's internal career concept should also be investigated further so that a person's career needs can be determined.

The implications of these results for management and researchers are manifold. The efficient allocation of human resources demands that decision makers become increasingly aware of the prevailing perceptions of career success in their employees. It is they who will be directly affected not only by job designing, but, also, by organizational career paths and options. The ultimate goal of management and personnel specialists should be the best "fit" possible between individual and company needs, to maximize benefits for all involved.

Footnotes

[1] Gender could also be placed among the social background variables. For convenience, all design variables were grouped together in the second variable set.

[2] These factors are described in Larwood, Radford and Berger (1980); because they are not of main importance to the present study, they will not be elaborated here.

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Table 1

Items Used to Define Three Factors: Career Success and Satisfaction

Factor	Items	Factor Loadings
1 Level and Income	Global success scaled from 1 (very high) to 3 (not very high)	.61
	Level (subjective) scaled from 1 (very high) to 3 (not very high)	.75
	Income scaled from 1 (high) to 3 (low)	.84
	Level (design variable rated by personnel dept) scaled from (upper/middle) to 2 (low)	.70
2 Satisfaction	Satisfaction with progress scaled from 1 (more than it should be) to 5 (less than it should be)	-.73
	Satisfaction with pay scaled from 1 (more than it should be) to 5 (less than it should be)	-.90
3 Hierarchical Career Develop-ment	Level (subjective) scaled from 1 (very high) to 3 (not very high)	-.53
	Time since last promotion scaled from 0 (less than one year) to 9 (nine years or longer)	-.89

Note. The above factors were obtained using principal components analysis. Orthogonal varimax rotations were performed on the data. Only loadings greater than .40 were statistically significant ($p<.001$), according to the Burt-Banks criterion (Child, 1970).

Table 2

Career Success and Satisfaction: Adjusted R^2 by Each Predictor Set

Predictor Set*	Factor 1 Level & Income	Factor 2 Satisfaction	Factor 3 Hierarchical Career Development
Social Background	.12***	.01	.21***
Organizational and Situational Variables	.00	.00	.06***
Career Strategy Factors	.02	.00	.02
Cumulative adjusted R^2	.10***	.00	.19***

Note. The adjusted R^2 is an estimate of the population R^2 adjusted for the number of predictors (Cohen & Cohen, 1983, pp. 105-107) based on the multiple regression values actually obtained. The unique contribution to the adjusted R^2 of social background variables, organizational and situational variables and career strategy factors was obtained with separate regression runs. To obtain the cumulative adjusted R^2, social background as well as organizational and situational variables and strategy factors were entered together in the regression at the same step/time.

*Social background variables included the respondent's education, age, marital status, number of children and years in career; organizational and situational variables represent manufacturing versus non-manufacturing, sex, line versus staff position and their five interaction terms. Career strategy represents the factors obtained.

* $p<.05$
*** $p<.001$